



**State School Reform-Redesign Office's (SRO) Visit to  
The Massachusetts Department of Elementary and Secondary Education's (ESE)  
Office of District and School Turnaround (ODST)**

**Session Objectives**

1. To meet with personnel in the Massachusetts' ESE Office of District and School Turnaround to (a) discuss the composition of the office, (b) learn about the organization of the larger state education agency, and (c) to learn about the funding strategies of the Office of District and School Turnaround.
2. To learn about the legal framework and turnaround delivery system (from initiation to its current state) that drives district and school turnaround in Massachusetts.
3. To compare and synthesize MA-MI state efforts in the areas of district and school turnaround implementation, progress monitoring, intervention and performance outcomes for "gain and non-gain schools"
4. To visit turnaround schools (both gain and non-gain schools) and high-performing charters (i.e. Excel, Roxbury Prep, Boston Prep, Boston Collegiate, etc.).
5. To discuss and inquire about a partnership opportunity to assist with the Michigan framework for district and school turnaround.

Overview
<b>1. Outbound Flight Delta Airlines # 2523</b> Detroit Metro Airport Sunday, December 7, 2014, Departs 10:04 a.m. Arrives 11:52 a.m.
<b>2. Hyatt Regency Boston</b> One Avenue de Lafayette, Boston, MA, 617-912-1234 Check In Sunday, December 7, 2014, 4:00 p.m. Check Out Thursday, December 11, 2014, 12 noon
<b>3. Ground Transportation</b> A 12 passenger van is reserved for all our ground transportation needs. Valet Parking is \$50 per day, with in and out privileges. Will ask valet to park in driveway.
<b>4. Return Flight Delta Airlines #583. Boston Logan Airport</b> Thursday, December 11, 2014, Departs 8:55 a.m., Arrives 11:20 a.m.

## DAY 1 – MONDAY, DECEMBER 8, 2014

Date	Time	Notes		
Monday, Dec 8, 2014	5:30 a.m. – 6:00 a.m.	Eat breakfast at hotel (on-your-own)	Meet in Hotel Lobby at 6:00 A.M.	
DEPART HOTEL AT 6:15 A.M. SHARP				
Travel to Massachusetts Department of Education, 75 Pleasant Street, Malden, MA 02148 Kristen Castner-781-338-3576				
Time	Location	Agenda item	Note	Staff
8:00 - 8:30 a.m.	Room 202	Welcome & Orientation	Plans for visit, orientation, ODST organization, etc.	Joan Tuttle, Kristin Castner
8:30 - 9:30 a.m.	Room 202	State System of Support	Office of Tiered System of Support (OTSS)  District & School Assistance Centers (DSACs)  Commissioner's District Assistance (ODST)	DSAC: David Parker, Karen Johnston, Abigail Slayton  OTSS: Madeline Levine and team members  ODST: Eve Bassett, Denise Delorey. Joan Tuttle (Andrea Condit, Deborah Lantaigne, Susan Berglund)
9:30 - 10:00 a.m.	Room 202	Assistance through Partners & Networking	Priority Partner Urban Superintendents' Network (USN) Advisory Council on School & District Accountability and Assistance (AAAC) Level 4 Principal Leadership Academy, Principal Network - Wrap Around Zone"	Rebecca Shor, Lauren Woo, Andrea Condit, Amanda Trainor (Erica Champagne)
Time	Location	Agenda Item	Note	Staff
10:00 - 10:30 a.m.	Room 202	Charter School Office	Discuss Charter School policy, implementation, support, monitoring, etc.	Ruth Hersh, Allison Bagg, Alyssa Hopkins
10:45 - 11:00 a.m.	Room 202	School Visit Context	Context for afternoon visit to Huntington K-5 Elementary School (Level 3)	Eve Bassett, ODST District Liaison to Brockton
11 - 11:30 a.m.	Room 202	Lunch	MI DOE Team Debriefing and Eat Lunch  Pre-Ordered and Delivered to MA DOE by Bravo’s  781-321-9511 –P Card	SRO invited ODST to join us for lunch
DEPART AT 11:30 A.M. - 12:30 P.M.				

Travel to Huntington K-5 Elementary School  
1121 Warren Avenue, Brockton, MA 02301  
508-580-7235

Time	Location	Agenda Item	Note	Staff
12:45 - 3:00 p.m.	Brockton	School Visit	<b>Huntington K-5 Elementary School</b> 1121 Warren Avenue Brockton, MA 02301 School webpage: <a href="http://www.brocktonpublicschools.com/page.cfm?p=588">http://www.brocktonpublicschools.com/page.cfm?p=588</a>	Eve Bassett, ODST District Liaison to Brockton  June Saba-Mcguire, Principal
3:30 p.m. – 4:30 p.m.	Return to Hotel	Michigan Team		
4:30 p.m. – 6:30 p.m.	Hotel Time	Michigan Team		
<p><b>MEET IN HOTEL LOBY AT 6:30 P.M.</b> <b>**Restaurant TBD**</b></p>				
6:30 - 8:30 p.m.		Michigan Team	Michigan Team Dinner Reservations at 6:30 p.m.  Objectives 1&2 (continue) and MDE-SRO Dinner with Brett Lane–  (individual pays, gets reimbursement)	
8:30 p.m.	Return to Room	Michigan Team		

## **DAY 2 – TUESDAY, DECEMBER 9, 2014**

Time	Location	Topic	Content
<p style="text-align: center;"><b>DEPART HOTEL AT 6:15 A.M. SHARP</b> Travel to Massachusetts Department of Education</p>			
8:00 - 9:00 a.m.	Room 508	Center Organization & Level 5 District & Schools	<p><b>"ESE Organization to support Level 3, 4 &amp; 5 districts and schools"</b></p> <ul style="list-style-type: none"> <li>- Policy</li> <li>- Organization</li> <li>- Level 5"</li> </ul>
9:00 - 10:45 a.m.	Room 508	"Level 5 Continued & Level 4"	<p><b>Continue discussion of Level 5</b></p> <p><b>Operators, pipeline, monitoring</b></p> <p><b>Level 4 discussion:</b></p> <ul style="list-style-type: none"> <li>- Level 4 Network, Educator Evaluation, SRG, MSVs, TA Plans, Sustainability Grants, Exit Decisions, Exit Assurances, etc.</li> </ul>
10:45 - 11:00	Room 508	School Visit Context	Context for afternoon visit to Burke High School
11:00 - 11:30 a.m.	Room 508	Lunch	<p>MI DOE Team Debriefing and Eat Lunch</p> <p>Pre-Ordered and Delivered to MA DOE by Bravo's 781-321-9511 – P card</p>

**DEPART 11:30 A.M. - 12:30 P.M.**

Travel to Jeremiah E. Burke High School  
60 Washington Street, Dorchester, MA 02121  
617-635-9837

Time	Location	Topic	Content	Staff
12:30 – 3:30 p.m.	Boston	School Visit	Jeremiah E. Burke High School  60 Washington Street Dorchester, MA 02121 Phone: (617) 635-9837 School website: <a href="http://www.jebhs.org/">http://www.jebhs.org/</a>	- Lindsa McIntyre, Principal  - Denise Delorey
3:30 – 4:30 p.m.	Michigan Team Travel to Hotel			
4:30 – 5:30 p.m.	Hotel Time	Michigan Team		
<p><b>DEPART HOTEL AT 5:45 P.M. SHARP!</b></p> <p>Travel to dinner at Brio Tuscan Grill: 200 Boylston Newton, MA 617-795-7150 (w/Karla Bara (sp?) &amp; Brett Lane)</p>				
Time	Location	Topic	Content	
6:30 - 8:30 p.m.	Newton	Objectives 1&2 (continue) & MDE-SRO Dinner w/Brett Lane & Karla Bara (sp?)	Michigan Team Dinner Reservations at 6:30 p.m.  Objectives 1&2 (continue) and MDE-SRO  Dinner with Brett Lane and Karla Bara (individual pays, gets reimbursement)	
8:30 – 9:00 p.m.	Return to Hotel	Michigan Team		

### **DAY 3– WEDNESDAY, DECEMBER 10<sup>TH</sup>, 2014**

<div>DEPART HOTEL AT 6:15 A.M. SHARP</div> <div>Travel to Excel Academy: 58 Moore Street, East Boston, MA (617-874-4080)</div>			
Time	Location	Content	Staff
8:00 – 11:00 a.m.	Objective 4 & High-performing Charter School Visit 1 (Walk-throughs, debrief, note-taking)		Lauren Liebhaber
10:50-11:00	Box Lunches will be delivered to Excel Academy to eat in route to Boston Prep	GLCC is confirming box lunch delivery P-card	
<div>DEPART EXCEL ACADEMY AT 11:00 A.M.</div> <div>Travel to Boston Preparatory Charter School: 1286 Hyde Park Ave., Hyde Park, MA 02136 (617-333-6688 x113)</div>			
12:00 p.m. – 3:00 p.m.	Objective 4 & High-performing Charter School Visit 2 (Walk-throughs, debrief, note-taking)	Sharon Liszanckie is not available. Will provide name of representative	
3:00 p.m. – 4:00 p.m.	Michigan Team to Travel to Hotel		
4:30 p.m. – 7:00 p.m.	Hotel Time		
<div>MEET at 7:00 P.M. SHARP for DINNER</div> <div>Avenue One in Hyatt Regency (Downstairs)</div>			
7:00 p.m. – 8:30 p.m.	Objective 5- MDE-SRO Dinner with Brett Lane		
9:00 p.m.-10:00 p.m.	Return to Hotel		

**DAY 4 – THURSDAY, DECEMBER 11<sup>TH</sup>, 2014**

<b>DEPART FOR LOGAN AIRPORT AT 4:30 A.M.</b>	
4:30 A.M.	Travel Day Back to Michigan

**\*\*\*NOTES FROM ESE VISIT\*\*\***

**Day 1 – Monday, December 8, 2014**

**SESSION 1 – OFFICE OF TIERED SYSTEM OF SUPPORT (OTSS), DISTRICT & SCHOOL ASSISTANCE CENTERS (DSAVCs), and COMMISSIONER’S DISTRICT ASSISTANCE**

**□ \*\* Joan Tuttle, ODSST**

- “Commissioner’s Districts”
- Diverse backgrounds (academic researchers, accountability, teaching, curriculum, creativity, etc.)
- Accountability and Assistance (one division)
- Accountability is spread across offices? Divisions?
- 80% of low-performing schools were in 10 of the largest districts
- 6 Regional Support DSAC (district school assistance centers) – primarily level 3, dedicated data person in each region
- Then level 4s were ODSST
- As more became level 4 from district level designation, some of them were from DSAC and others from ODSST. Try to coordinate services
- District reviews (under different division now)
- Accountability school improvement in Office of School Improvement Grant Program they do title I, ESEA, SIG
- ODSST works with the 10 largest urban districts (enter at district level, think about their systems, in service to support those schools, connect those districts to other ESEA)
- How do the regional teams work? Regional System of Support (60-70 smaller districts) – work with resource teams to assist with support
- ***Eve Bassett (ODST - Urban District Assistance)*** – my question about who goes from the district with you? Gave example of specific designee (like turnaround leader/principal) (70% of time)
- ***Denise Delory (ODST - Urban District Assistant)***
- ***Jonathan Doll – talk to us about the shift***
  - Joan – talk with district about the shift
  - Spent the year documenting reports
  - Spent time in summer creating a report
  - Shared with district leaders and never made it to school leaders
  - If that wasn’t helpful, where was it helpful
  - Eve – Supts would head out to meetings with clear roles and responsibilities, in MOU meetings some supts said, share menu but they didn’t want, wanted them to connect with school leadership, and landed on things quickly but had to know one another, get districts to connect around putting your people where they can get to know who they are/we are

- ***Urban Superintendents Meeting (all urban districts – 3 superintendents are tri chairs (answer to who sets the agenda – collaborative development), they drive the agenda, ESE does leg work for effectiveness and efficiency)***

**□ \*\*David Parker – Regional System of Support\*\***

- Works with 60-70 smaller districts (whereas ODSST works with largest urban districts)
- DSAC Teams (including 6 regional area directors (RADs))
- Former Supts work with districts? RADs Regional Assistance Director ½ time – manage organize teams, credibility from having been in the role



- Former Principals work with schools? Support facilitators (each district has an average of two ½ time - manage/organize school teams, principal coaching, customized
- Networks meet monthly
- Get districts together around common needs (planning, implementing district level programs, balanced 50-50 ?? build district capacity
- **Karen Johnston** - Parters meet with RADs with folks from office language acquisition, etc., roll out Ed Eval, new curriculum frameworks, connect the pieces for the districts, teams knit together
- About 60 districts
- Grants (incentives – based on student pop can go up to \$200K) – how can we use this to support you, grant opens doors, DSAC teams are the gateway to that, how can we use this funding

□ **Madeline Levine – Office of Tiered System of Support**

- Decentralized – special education policy office versus folks in various departments focused on subgroups
- Lowest 20%
- Universal design

**SESSION 2 (9:30a-10am) – Priority Partner Urban Superintendent Network (USN), Advisory Council on School and District Accountability and Assistance (AAAC – “Triple AC”), Level 4 Principal Leadership Academy, Principal Network – Wrap Around Zone**

- Help to inform and shape policy
- Make recommendations to state board
- How does this work impact the commissioner
- Not by happenstance – created by policy
- 13 legislative councils
- Members are mandated by statute (unions, assist commissioner, etc.)
- Triple AC merge out of policy (AAAC)

□ **Lauren Woo – Priority School Partners**

- Started three years ago
- List of 23 partners (vetted under 4 categories)
- Rigorous Vetting process: interviews, data, reference checks
- Network – convened to work together to strategize together
- Funding expired, re-procuring partners, second branch of
- Also for turnaround ?? want to create a bench to manage level 4 schools

□ **Rebecca Shor – Level 4 Principal Leadership (Wrap Around Zone)**

- Race to the top project to build district and school capacity to academic capacities to learning
- Wrap around services is a small part
- May be resource rich but capacity/outcomes poor
- **Main buckets**
  - Climate and culture
  - Proactive Systems (nonacademic needs)
  - Community (capitalize on them to meet needs and resources)
- What are the district
- Lots of Level 4 school participated
- 51% have exited from level 4 status

- 67% of wraparound schools have exited (not a specific intervention – just a set of priorities, folks could pursue them, Orchard Gardens School is a national)
- Target level 4s – some level 3s on the verge of level 4s
- **Evaluation is available through AIR – get from Joan**

### **Session 3: Charter Schools and School Redesign**

- ☐ Single authorizer state (board) – QUALITY CONTROL
- ☐ Office
- ☐ Charter school committee of the board
- ☐ Accountability
- ☐ Chartering
- ☐ Almost every charter school is a 1 or 2
  - They close schools
  - At Level 3 → probation, a variety of tools used but to determine closer
  - NONE are priority because they close after no progress beginning with Level 3 status
- ☐ Pulls down walls
- ☐ Smart, liberal financing, gap funding for when kids transition to charters for five years
  - 100% of funding for year 1
  - Reimbursable – as charter is ramping up

### **\*\* CAP ON CHARTERS (82 SCHOOLS) \*\***

- **Cap 72 except for proven provider provision**
- **Commissioner grants proven proviorship – no application process**
- **STATUTE ON NUMBER**
- **PERCENTAGE OF DISTRICT'S BUDGET THAT CAN BE (9% can't spend more), in particular districts can go up to 18% if proven provider, etc.,**
- **LIMITS ON HOW MANY CAN OPEN**
- **PROVEN PRVIDER PROVISION (Previous operator of five years, 3 years of a track record: viable org, effective org)**
- **Monitor and assessment , criteria (1-2 day site visit), ratings, 10 criteria**
- **Charter school criteria similar to ODST (don't**
- **Charters cannot enter into**
- **Charter School Performance Criteria**
- **Progressive steps before closure**
  - Process
  - Proven providers – management or and proven
  - SABIS is the only for-profit org running schools
  - Comparable demographic tool – higher % of
  - Growth areas of special education

**School Visit #1: Huntington K-5 Elementary School (12:45p – 3pm)**

- ☐ **June Saba-Magire** - Principal and E.D. of Elementary Ed at Brockton District
- ☐ Instructional Leader
- ☐ Culture, Structure & Instruction
- ☐ Most kids here from Cape Verde
- ☐ Everything has to be internal capacity

**DEMOGRAPHICS**

- ☐ 75% AfAm, 11% Hispanic
- ☐ 7% Special Education
- ☐ 98% FRL
- ☐ 38% ELL students
- ☐ 95% high needs designation
- ☐ 492 (K-5 students)
- ☐ Highest crime neighborhood (have a hot spot around the school so the police know and can be fast responders when shots are fired)
- ☐ Expanded learning time, neighborhood school, school built in 1897

**GENERAL**

- ☐ Response to intervention
- ☐ Start an hour earlier then two days per week → stay two hours (?) later
- ☐ Budget cut
- ☐ Isn't operating like all other elementary schools as others,
- ☐ The leadership comes forward
- ☐ What works best to really make those gains? They do this
- ☐ Supported by ESE
- ☐ Able to scale work across the district in her role
- ☐